



IN REPLY
REFER TO

AQBA

DEFENSE LOGISTICS AGENCY
THE DEFENSE CONTRACT MANAGEMENT COMMAND
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FT. BELVOIR, VIRGINIA 22060-6221

FEE? 27/997

MEMORANDUM FOR COMMANDERS, DEFENSE CONTRACT MANAGEMENT DISTRICTS

SUBJECT: DCMC Memorandum No. 97-26, Organizational Structure for
the Contract Administration Office (CAO) Technical
Assessment Group (TAG) (POLICY)

This is a POLICY memorandum. It expires when content is
included in DLA 5810.1, Organization of DLA Field Activities.
Target Audience: District/CAO Commanders

DCMC letter dated January 13, 1994, subject: Organization
Structure Realignment, provided guidance regarding realignment
into the DCMC "Storefront" organizational structure. However,
application of the TAG structure throughout our CAOs has been
inconsistent. To correct this, a Process Action Team (PAT) was
convened to refine the structure, mission and functions of the
TAG.

The TAG is an interwoven, valuable team member, not just a
layer of staff. Ensuring this philosophy is understood and
consistently adopted across the Command is essential to the
effective use of scarce resources and mission enhancement. A
refined mission and function statement (Attachment), outlining
the concept of operation for both geographical and resident CAOs
is provided with this policy letter. This structure will provide
overall uniformity in the TAG throughout DCMC by defining
mandatory functions and providing limited variations as defined
in the TAG Mission and Functions statement under Provisions for
Variations. These variations will provide flexibility for the
CAO Commanders to accomplish unique customer/program needs and
diversity in staffing and workload.

The Districts also have the flexibility to duty station a
Senior Functional Advisor (SFA) at a particular CAO. The TAG in
the CAO would provide day-to-day administrative support to the
SFAs as defined in DCMC Memorandum No. 97-25, Senior Functional
Advisor (SFA) Concept of Operations (POLICY), dated February 25,
1997.

CAO reorganizations, if necessary, will be implemented by May 1, 1997. If your current CAO organizational structure, mission and functions are in compliance with this policy, notify your District and indicate that the TAG functions are already assigned as described in this policy guidance. If not, notify the District when the action is complete.

The point of contact for this issue is Ms. Vicki Paskanik, DCMC Business Office, (703) 767-2456 or DSN 427-2456, Internet address: vpaskanik@hq.dla.mil.

A handwritten signature in black ink, appearing to read 'Robert W. Drewes', with a long horizontal flourish extending to the right.

ROBERT W. DREWES
Major General, USAF
Commander

Attachment

TECHNICAL ASSESSMENT GROUP (TAG)
MISSION AND FUNCTIONS

MISSION: The mission of the TAG is to provide technical expertise, operational assessment and corporate support in the execution of DCMC's mission to resolve problems and improve processes for the Contract Administration Offices (CAOs) Operations Group, Buying Activities and Program Offices. Advises the Commander on all issues related to the consistent application of policies and procedures for their assigned areas.

OBJECTIVES:

1. TAG is a source of leverage which provides technical expertise to the Operations Group teams in the execution of the mission. Provides assistance to resolve problems and continuously improve processes. Customers are the CAO Commanders, Operations' Teams, Buying Commands, Program Offices, DCAA, DFAS, investigative services, other CAOs, DCMC District and Headquarters, as well as contractors. At those activities where Senior Functional Advisors (SFAs) reside, they will be co-located with the TAG which will provide administrative and clerical support. Measures of success are improved customer satisfaction; process quality; reduced cycle time; and reduced cost.
2. Provides assessment of the achievement of cost and performance objectives, process improvement initiatives, and customer satisfaction measures on all contract management operations.
3. Serves as an extension of DCMC Headquarters and District staff to ensure the consistent application of policies and procedures across the Command.
4. Analyzes program performance by comparing actual performance achieved with the performance goals expressed in the annual performance plan in accordance with the Government Performance and Results Act.
5. Provides technical analysis of CAO data from Command-wide systems such as Performance Labor Accounting System (PLAS) and Metrics.

6. Performs and/or coordinates the functions required by Bellringers, Hotline Inquiries, Congressional Inquiries, and other special investigations.

7. Performs specialized technical training and provides specialized technical guidance to Operations to achieve a highly skilled workforce capable of performing the traditional CAS functional responsibilities delineated in FAR 42.302, DFARS 242.302, and DLAD 5000.4.

8. Implements and integrates DCMC Command policies and initiatives throughout the CAO.

FUNCTIONS:

The preferred organizational structure of the TAG is three teams: Assistance and Assessment; Special Process; and Corporate Support. However, the number of teams will be based on staffing and workload considerations and is at the discretion of the CAO Commander. At times it may be necessary to have employees who are organizationally assigned to Operations perform TAG functions. When this occurs, the TAG function will remain in the TAG, and will be performed by matrix support of Operations' employees.

The Assistance and Assessment Team will provide process expertise, policy implementation, assistance and assessment reviews, operational consistency, specialized training, contract audit follow-up oversight, contract management ~~board of review~~ and compliance review of the Management Control Program. The duties should not duplicate those of the Senior Functional Advisor supporting the CAO. Responds to Headquarters and District staff on non-routine suspenses. Manages bellringers, and performs and/or coordinates the functions required by hotlines, Congressionals, and special investigations such as DCIS, NIS, FBI, etc., for the CAO. Assists in implementation of new initiatives, performs technical analysis of data (i.e., PLAS, Metrics and performance efficiencies) and integrates best practices.

The Special Process Team will provide support with a centralized manager for processes which require a single CAO focal point for external customers and/or are performed by a small number of personnel for the benefit of the CAO. Examples of centralized management and focal point functions include Customer Support

Program, preawards, PQDR/GIDEP, NDT/Nuclear Navy-Level I/SubSafe, and specialized safety. Manages the Customer Priority List program from a CAO perspective. Coordinates with CAO Operations Group to obtain data for responses to inquiries.

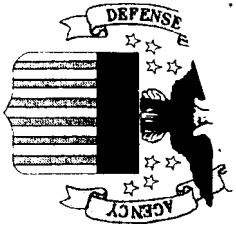
The Corporate Support Team performs systems reviews and/or supports multiple Operations Teams/CAOs. Corporate Support can also include functions for which performance is enhanced by matrixing at the team level within TAG and/or which require functional teaming due to type of work performed. Conducts Contractor Procurement Systems Reviews (CPSRs), Termination for Convenience settlement actions, and performs transportation and packaging, property/plant clearance and pricing functions.

Provisions for Variations:

Variation in organizational assignment of pricing is permitted in geographical CAOs at the discretion of the Commander.

Variation in organizational assignment for pricing and engineering functions is permitted in resident CAOs at the discretion of the Commander.

All CAO Commanders must staff their CAOs to perform all the functions of the TAG, unless the function is specifically delegated to another CAO to perform via a General Order (i.e., CPSRs, Terminations for Convenience, and Transportation and Packaging performed by a different CAO).



Geographic CAO TAG Structure

Group Chief

W. J. ...

Assistance and Assessment

Special Programs

Corporate Support

Contracts SME (GS 13)

Pricing SME (GS 12/13)

Quality Assurance SME (GS 12)

Engineering SME (GS 13)

Production SME (GS 12)

Property SME (GS 12/13)

Software SME (GS 12/13)

Contract Trainees

Specialized Support to

Internal/External Customers

✓ PQDR/GIDEP

NASA/ISO

✓ Preawards

✓ Specialized Safety

Financial Analysis

PROCAS/USA

Defense Industrial Assessment

✓ NDT/Navy Nuclear-Level I/SubSafe

Reimbursable Programs

FEDCAS/Early CAS

Environmental Monitor

✓ Customer Support Program

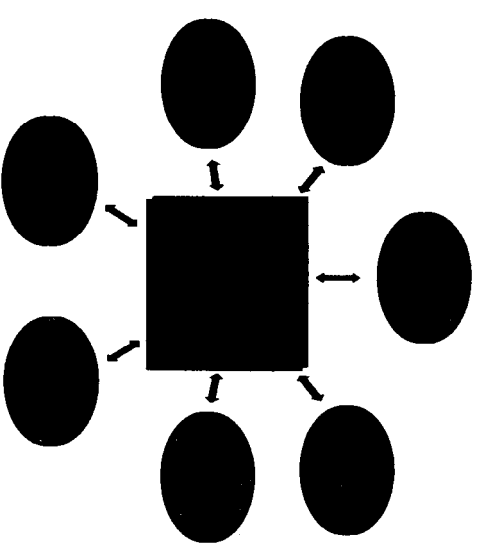
✓ CPSR

✓ Terminations

✓ Transportation & Packaging

✓ Property/Plant Clearance

✓ Pricing *



* Variation in Organizational Assignment Permitted

Quantities and Types of Personnel Will Vary With the Size of the Organization